

Training Course on Forging Pathways to Gender Equality in Statistical Leadership

Module 5: Assessing gender ‘mainstreaming’ in the NSO and NSS

5-1. Module Objectives

At the end of the module, participants will be able to:

- Identify the critical leadership positions within the organization and analyze the gender distribution among staff occupying these roles.
- Examine the factors contributing to the gender gap in various leadership positions, including systemic biases, cultural norms, and organizational barriers.
- Evaluate the extent to which statistics laws and the national statistics development strategy incorporate gender equality goals, considering factors such as explicit references to gender, targets for gender representation in statistical leadership roles, and gender mainstreaming approaches.
- Assess the impact of gender-sensitive statistical leadership on the production, dissemination, and use of data for policy-making and decision-making processes.

5-2. Agenda for Module 5

SUGGESTED TIME (90 mins)	TOPIC/ACTIVITY
25 mins	1a- Participants present: Gender-responsive statistics on human resources in their organizations by leadership positions and discuss possible reasons for any gender gaps (or none) that the statistics reveal
5 mins	1b- Convenor’s Summary: Gender gaps in statistical leadership and why
10 mins	2a- Presentation by NSO: <i>Enabling environment—To what extent does the statistics legislation and the strategy for statistics development promote gender equality in statistical leadership?</i>
5 mins	2b- Plenary discussion: Contributions from the floor
15 mins	3a- Roundtable Discussion <ul style="list-style-type: none"> • On a scale of 1 (Needs lots of improvement (e.g., in coverage, timeliness, accuracy, usage rate) to 5 (Meets needs of policy makers, policy and programme implementation, and other users, is fit for purpose), how would you rate the state of gender statistics in your country? Why do you say so?

SUGGESTED TIME (90 mins)	TOPIC/ACTIVITY
	<ul style="list-style-type: none"> Is the person who leads the development and production of gender statistics in your organization a man or a woman? Why not a woman (if a man)? Why not a man (if a woman)?
25 mins	3b- Debate this: Gender matters. <i>The gender of the person who leads the development and production of gender statistics significantly impacts the degree to which gender statistics meets the needs for policy and programme formulation and implementation and other users within a country.</i>
5 mins	Wrap-up: Take-aways for action plans towards growing women leaders in statistical leadership

5-3. Gender gaps in statistical leadership and why—What the data tell us

- **Contents:** Gender gap analysis of statistics on human resources in statistical organization/units of participants by leadership positions
- **Suggested modality:**
 - Presentation by *participants* of gender gap analysis of their human resources statistics (PPT template to be provided). *The presentation materials should be provided to the convenors before the start of the Training Course.*
 - Summary of findings by *convenor*.

5-3-1. Organizational hierarchy levels

The presentation should include

- an organizational chart showing the number of staff in each organizational unit and
- a table showing the number of positions by hierarchy level disaggregated by sex for each organizational unit.

A classification of positions by hierarchy, from entry-level to executive-level positions, is provided in Box 5-1 below. Participants can use this to build a hierarchy of positions to identify the senior leadership positions in their organizations.

In this hierarchy, senior leadership positions are those in groups D, E and F.

Box 5-1. Organizational hierarchy levels

- (A) Entry-Level Positions: Intern, Assistant, Trainee, Junior
- (B) Mid-Level Positions: Specialist, Coordinator, Analyst, Associate, Supervisor
- (C) Managerial Positions: Manager, Team Leader, Project Manager, Department Head
- (D) Senior-Level Positions: Senior Manager, Director, Senior Director, Vice President (VP), Senior Vice President (SVP),
- (E) Executive-Level Positions: Deputy Chief Statistician, Chief Officer (e.g., Chief Human Resources Officer, Chief Financial Officer, Chief Administrative Officer)
- (F) Chief Statistician: President, Chief Executive Officer (CEO)

5-3-2. Reasons for gender gaps in senior leadership positions

A useful way of summarizing reasons for gender gaps in senior leadership positions is the listing shown in Box 5-2.

Box 5-2. Some reasons for gender gaps in senior leadership roles in statistical organizations/units

1. **Historical Gender Bias:** Statistical offices have historically been male-dominated, like many other fields. This historical bias has contributed to the underrepresentation of women in leadership positions.
2. **Pipeline Issues:** Fewer women may enter the field of statistics and related disciplines than men. This can create a smaller pool of qualified female candidates for leadership positions.
3. **Barriers to Advancement:** Women often encounter obstacles, such as the “glass ceiling,” that inhibit their career progression into senior leadership roles. Discriminatory practices, implicit biases, and gender stereotypes may impede women's advancement to senior and executive-level positions, even when they possess the necessary qualifications and experience.
4. **Work-Life Balance Challenges:** The demanding nature of senior leadership roles, which may involve long hours and extensive travel, can pose challenges for individuals with caregiving responsibilities. Women, who still disproportionately bear the burden of childcare and household duties, may need help balancing work and family commitments, impacting their ability to pursue or sustain leadership positions.
5. **Lack of Mentorship and Sponsorship:** Women may need more mentorship and sponsorship opportunities crucial for career advancement. Access to guidance and support from more senior colleagues is necessary for women to navigate the complexities of organizational politics and develop the networks required for reaching senior leadership positions.
6. **Implicit Bias and Stereotypes:** Implicit biases and gender stereotypes may influence perceptions of leadership effectiveness and competence, disadvantaging women in executive selection processes. These biases can manifest in performance evaluations, promotion decisions, and opportunities for high-profile assignments, limiting women's access to senior leadership roles.
7. **Organizational Culture:** Organizational cultures prioritizing masculine traits and behaviors, such as assertiveness and competitiveness, may disadvantage women with different leadership styles. Without inclusive cultures that value diversity of thought and experience, women may encounter resistance or discrimination when seeking senior leadership roles.

5-4. Enabling Environment for Gender Equality in Statistical Leadership

- **Contents:** Assessment of the extent to which the statistics legislation and the strategy for statistics development (NSDS) promote gender equality in statistical leadership.
- **Suggested modality:** NSO representative presents an assessment of the Statistics Act and the current NSDS on their impact on gender equality in statistical leadership

5-4-1. Statistics Law—What provisions does it have to promote gender equality in statistical leadership?

Provisions that promote gender equality in statistical leadership include:

1. **Gender Quotas:** Introducing quotas or targets through legislation can ensure a more balanced representation of genders in statistical leadership positions. This can consist of quotas for boards, committees, or executive positions, encouraging organizations to recruit and promote women actively.
2. **Anti-Discrimination Provisions:** Strengthening anti-discrimination provisions to prohibit gender-based discrimination in hiring, promotion, and retention practices can create a more inclusive environment for women in statistical leadership. This can involve measures to prevent recruitment bias and ensure fair treatment throughout the career progression.
3. **Supportive Policies:** Promoting policies such as flexible working arrangements, parental leave, and childcare support can facilitate a better work-life balance for both genders in statistical leadership roles. This can help mitigate women's challenges in balancing their professional and personal responsibilities.
4. **Establishment of Gender Equality Committees or Task Forces:** The law can establish gender equality committees or task forces within statistical agencies and organizations to oversee the implementation of gender equality initiatives. These committees can monitor progress, identify barriers to gender equality, and propose strategies for improvement.

5-4-2. NSDS—What strategies does it have to promote gender equality in statistical leadership?

Strategies that promote gender equality in statistical leadership include:

1. **Gender-Disaggregated Data Collection:** NSDS can prioritize the collection, analysis, and dissemination of gender-disaggregated data related to employment, education, and participation in leadership roles within statistical agencies and organizations. This data can serve as a baseline for monitoring progress toward gender equality in statistical leadership.
2. **Capacity Building for Women:** NSDS can allocate resources for targeted capacity-building programs to enhance women's skills and expertise in statistics. These may include training workshops, scholarships, mentoring programs, and leadership development initiatives tailored to address women's specific needs and challenges in statistical careers.

3. **Promotion of Gender-Responsive Policies:** NSDS can advocate adopting gender-responsive policies within statistical agencies and organizations. This may involve promoting flexible working arrangements, parental leave policies, childcare support, and other measures to support women's work-life balance in statistical leadership roles.
4. **Gender-Neutral Recruitment and Promotion Practices:** NSDS can encourage statistical agencies and organizations to implement gender-neutral recruitment and promotion practices to ensure fair and equal opportunities for men and women. This may include revising job descriptions, eliminating biases in selection criteria, and establishing transparent promotion processes.
5. **Engagement with Civil Society and Women's Organizations:** NSDS can promote partnerships and collaboration with civil society organizations, women's groups, and other stakeholders on gender equality issues. This collaboration can facilitate knowledge sharing, advocacy efforts, and the exchange of best practices to promote gender equality in statistical leadership.
6. **Promotion of Gender-Responsive Research and Analysis:** NSDS can encourage the integration of gender perspectives into statistical research, analysis, and reporting. This may involve conducting gender impact assessments of policies and programs and producing gender-sensitive statistical publications and reports to inform evidence-based decision-making.
7. **Public Awareness Campaigns:** Launching public awareness campaigns to challenge stereotypes and biases related to gender and leadership can contribute to changing societal attitudes. By promoting positive role models and highlighting the contributions of women in statistical leadership, these campaigns can inspire more women to aspire to such positions.

5-5. State of gender statistics in the country: Is there a 'correlation' between women in leadership and state of gender statistics? How and why?

- **Contents:**
 - Assessment of the state of gender statistics in the country
 - Is the state of gender statistics in the country correlated with whether or not the senior leadership role in gender statistics is a woman?
- **Suggested modalities:**
 - Roundtable discussion
 - Debate

5-5-1. Contents

The relationship between women in leadership and the state of gender statistics in a country is complex and context-dependent. While there is no one-size-fits-all answer, research and studies have shown evidence of a positive correlation between women in leadership and the availability and quality of gender statistics. Recognizing that the relationship can vary based on numerous factors, including political, cultural, and economic contexts, is essential. Nonetheless, the presence of women in leadership roles can play a pivotal role in advancing gender data collection, analysis, and policymaking.

How:

- **Prioritization of Gender Data:** Women in leadership positions often prioritize gender data collection and analysis. They are more likely to advocate for policies that mandate the collection of gender-disaggregated data, leading to a more comprehensive understanding of gender disparities.
- **Promotion of Data Quality:** Gender-sensitive leadership fosters a culture of data quality and accuracy. It encourages statistical agencies to collect and analyze gender-disaggregated data meticulously.

Why:

- **Representation Matters:** The presence of women in leadership positions reflects a more inclusive and diverse decision-making process. This encourages a broader perspective on data collection and analysis, addressing the needs and experiences of women and marginalized groups ([World Economic Forum, 2020](#)).
- **Gender Equality and Sustainable Development** ([UN Women, 2014](#))
 - Alignment with International Commitments: Many countries have international commitments related to gender equality and data disaggregation, such as the Sustainable Development Goals (SDGs). Female leaders are often more attuned to these commitments and work to align national statistical efforts accordingly.
 - Gender equality and sustainable development can reinforce each other in powerful ways (Agarwal, 2002; Buckingham-Hatfield, 2002; Cela, Dankelman and Stern, 2013; Johnsson-Latham, 2007).

Case Study:

[Rwanda](#): Rwanda is often cited as an example of the correlation between women in leadership and gender statistics. The country has a high representation of women in parliament (over 60%), which is linked to Rwanda's comprehensive gender data collection and analysis efforts.

- According to the World Economic Forum's Gender Gap Index, Rwanda ranked 12th out of 146 countries in 2023. The index cited better performances in political representation and health while noting that areas of employment and economic opportunities/involvement needed improvement.
- The International Journal of Sociology paper concluded that the impact of such transformational changes has been mixed. On one hand, it has led to undeniable progress in inclusion, with women at the top levels of government. Laws on issues like education, gender-based violence, and rural poverty – which matter to women in particular – have been passed.

5-5-2. Training modalities

5-5-2-1. Roundtable Discussion:

- Each participant briefly answers the following question:

- *On a scale of 1 (Needs lots of improvement (e.g., in coverage, timeliness, accuracy, usage rate) to 5 (Meets needs of policymakers, policy and program implementation, and other users, is fit for purpose), how would you rate the state of gender statistics in your country? Why do you say so?*
- Show of hands and count:
 - *Is the person who leads the development and production of gender statistics in your organization a man or a woman?*
- Follow-up question- lightning answers:
 - *Why not a woman (if a man)? Why not a man (if a woman)?*

5-5-2-2. Debate this!

The gender of the person who leads the development and production of gender statistics significantly impacts the degree to which gender statistics meets the needs for policy and program formulation and implementation and other users within a country

- Proposed structure:
 - There will be a moderator
 - Briefly introduce the topic.
 - Outline the rules and format of the debate.
 - There will be two teams:
 - Men participants – Affirmative side
 - Women participants – Negative side
 - Main arguments
 - Men participants’ presentation
 - Women participants’ presentation
 - Rebuttal
 - Address specific points by the opposing team.
 - Reinforce their arguments with additional evidence or clarification.
 - Conclusion by the Moderator:
 - Sum up the points made by both teams.
